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Approved For Release 2002/05/01 : CIA-RDP79-00498A000500110002-2

CIA Registry

INC *Personnel 12*

DDA 76-5533

9 NOV 1976

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Security  
Director of Training

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Morale of Agency Employees

1. Attached is a memorandum received from the Director of Personnel addressing itself to the subject of a survey of senior supervisors relating to employee morale. As indicated by Mr. Janney in his memorandum, this survey will be distributed to incumbent staff and division chiefs within the Directorate of Administration.

2. I have reviewed a draft of the questionnaire and believe that it is a thoughtful and well prepared document which, if properly completed by personnel to whom it is addressed, will serve as a source of valuable information to Agency management. I urge that each of you give this survey your personal attention when copies are received from the Office of Personnel, and that you in turn impress upon your subordinates the importance that I attach to this exercise.

*John F. Blake*  
John F. Blake

Attachment: a/s

cc: Director of Personnel

25X1A

AI/DDA: [redacted];ydc (8 November 1976)

Distribution:

Original - D/CO w/att.

1 - Ea. other addressee w/att.

1 - D/Pers w/att.

- DDA Subject w/att. (DDA 76-5317)

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1 - DDA Chrono w/o att.

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PERS 76-3149

DD/A Registry  
76-5317

26 OCT 1976

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Morale of Agency Employees

REFERENCES : (a) Memo for DCI fr D/Pers dtd 21 Apr 76, same subj.  
(b) Memo for Heads of Career Services fr D/Pers  
dtd 22 Jun 76, subj: Agency Employee Survey

1. As you know, a recent Agency-wide survey revealed employee perceptions of personnel management practices. That survey did include a relatively small number of questions pertaining to the impact of external pressures on employee morale. Reflecting his deep concern with the problem, the Director has approved the suggestion that we survey senior supervisors on the effects of recent events on employee performance and attitudes. It is assumed that senior supervisors can supply special insights, particularly regarding factors that impact on the overall effectiveness of the units they supervise.

2. A draft copy of the proposed survey questionnaire developed by the Office of Personnel, Plans Staff and the Office of Medical Services, Psychological Services Staff is attached. Please review the questionnaire, note any problems or reservations you may have with regard to the questions being asked, and inform us so that we may make any necessary changes. Should we receive nothing from you prior to 8 November we will assume your acceptance of the questionnaire and prepare it for dissemination.

3. The questionnaire will be directed to the incumbent Staff or Division Chiefs in three of the four Directorates and to Branch level supervisors in the case of the Directorate of Operations. We do not plan to survey [redacted] supervisors but believe this will not seriously affect survey results. Results of this survey should be available during the month of December.

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4. I ask you to provide the necessary notification to Office and Division Chiefs so that the fact of this survey is known to them and so that they can be supportive of a positive response from their senior supervisors.

[Redacted]  
F. W. M. Janney

25X1A

Att.  
As Stated

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Morale of Agency Employees

FROM:			EXTENSION 6825	NO.
	DATE			
TO: (Officer designation, room number, and building)	RECEIVED	FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Deputy Director for Administration				
2. 7D 26 Hqs.			101/126	B
EODDA				
3.				
DDA				
4.				
5.				
6.				
7.				
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### OFFICIAL ROUTING SLIP

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TO		DATE	INITIALS
1			
2			
3			
4			
5			
6			

ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

ATT DDA 96-5317

Remarks:

Will you please  
give me the benefits  
of your comments so that  
I might reply also please  
draft a memo to the  
Office.

FOLD HERE TO RETURN TO SENDER

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QUESTIONNAIRE INSTRUCTIONS

This questionnaire asks for your perceptions regarding the impact of recent external pressures (e.g. Congressional Investigations, Executive Orders, Freedom of Information Act) on the Agency and more specifically your immediate component.

As you read through the questionnaire you will find that most of the questions are designed so that you should pick the alternative which is most descriptive of your view of the given situation. On these items circle the number of the alternative which is most descriptive of your feelings or observations. A few items request a brief written response for clarification, please answer accordingly.

While an effort has been made to make it easier for you to respond by providing what are perceived as the possible alternatives to each question, these alternatives may not adequately describe your particular situation. At the end of the questionnaire there is a question which asks for clarification of any such item or for you to comment if you feel an aspect of this issue has not been covered. Please feel free to elaborate at this point. We are trying to clarify the nature of this impact so do not feel overly constrained by the structure of the questionnaire.

The first few items are designed to provide us with background information so that we will be able to determine how different groups have been affected by these external pressures. This information will be used to analyze responses of different groups and will not be used to identify individual responses. Do not sign your questionnaire. Please complete the questionnaire and return it within two weeks after receipt in the attached return envelope to Office of Personnel/Plans Staff, 626 C of C Bldg.

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RECORDED BY 9/20/2016

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BACKGROUND INFORMATION

Please circle the number of the response to each item which best describes your situation:

1. How long have you had experience as a supervisor in the Agency?
  1. Less than 2 years
  2. 2 to 4 years
  3. 5 to 10 years
  4. 11 to 20 years
  5. More than 20 years
  
2. What Directorate are you in?
  1. DDA
  2. DDI
  3. DDO
  4. DDS&T
  
3. How many employees are in the unit you supervise?
  1. 1 to 50
  2. 51 to 100
  3. 101 to 200
  4. 201 to 400
  5. 401 or more
  
4. How long have you been in your present job?
  1. Less than 1 year
  2. 1 to 2 years
  3. 2 to 3 years
  4. 3 to 5 years
  5. More than 5 years
  
5. Have you been a supervisor in the Agency
  1. In one Office or Division
  2. In more than one Office or Division

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SECTION A

In this section of the questionnaire you are asked to evaluate the feelings and/or the behavior of those employees under your general supervision. Please disregard your personal point of view and make a judgment in your capacity as an Agency supervisor. The questions are not intended to evoke a particular response and should be interpreted without any predisposition on your part to look for what might be called a "preferred answer". Respond to the questions as straightforwardly as you can. Should none of the listed alternatives in certain instances reasonably represent your perceptions on the matter please write in a brief written response.

1. How do you rate morale in your unit?

1. Very High
2. High
3. Moderate
4. Low
5. Very Low
6. Don't Know

2. Is the productivity of your unit:

1. Increasing
2. Unchanging
3. Decreasing
4. Don't Know

As a result of the Select Committee's investigations beginning in January 1975 how do you perceive the following:

3. How frequently as a result of these investigations have employees raised questions of propriety or legality concerning their work activities?

1. Often
2. Occasionally
3. Seldom
4. Never
5. Don't Know

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4. To what extent have the results of these investigations caused your employees to hesitate to take action?
  1. To a great extent
  2. To some extent
  3. To a small extent
  4. Not at all
  5. Don't Know
  
5. How frequently as a result of the investigations have employees raised questions about the meaning and/or utility of their jobs.
  1. Often
  2. Occasionally
  3. Seldom
  4. Never
  5. Don't Know
  
6. Are employees more anxious about their status, i.e. fearful of their job security because of possible changes in or curtailment of Agency functions arising from Congressional Investigations?
  1. Many are
  2. Some are
  3. A few are
  4. None are
  5. Don't Know
  
7. Do employees complain more about experiencing difficulties in doing their jobs, e.g. lack of cooperation from others, the amount of time required for handling "paper work", etc.?
  1. Yes
  2. No
  3. Don't Know

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8. If yes to 8 please describe the nature of these difficulties.
  
9. As a result of the investigations to what degree are employees showing more indications of disenchantment with Agency employment, i.e. less inclined to view Agency employment as a career?
  1. To a much higher degree
  2. To a somewhat higher degree
  3. Unchanged
  4. To a lesser degree
  5. Don't Know
  
10. In your group to what extent do you feel the investigations have had an inhibiting effect on employees being imaginative and innovative in solving work problems or meeting work objectives?
  1. They have had a major inhibiting effect
  2. They have had some inhibiting effect
  3. They have had no inhibiting effect
  4. Don't Know
  
11. How would you describe the current feelings of your employees toward Agency management?
  1. Positive
  2. Indifferent
  3. Negative
  4. Don't Know
  5. Other \_\_\_\_\_

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12. (If Applicable) What has been the impact on employees' willingness to serve overseas?

1. Many have expressed reluctance
2. Some have expressed reluctance
3. No real impact
4. More desire to serve overseas
5. Don't Know

13. If answer to 12 is #1 or #2 please check the following reasons which in your judgment are important in the mind of the employee.

1. Concern about excessive constraints on intelligence operations
  2. Fear of personal disclosure of Agency affiliation and possible consequences
  3. Anxiety about family's well-being while residing in an overseas environment
  4. Conclusions that incentives for overseas service are diminishing or are inadequate
  5. Other \_\_\_\_\_
- 

14. Considering the overall impact of the investigations on how your group functions (morale, productivity, reporting relationships, paperwork, etc.) do you feel they have had:

1. A major negative impact
2. A minor negative impact
3. No real impact
4. A minor positive impact
5. A major positive impact
6. Don't Know

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SECTION B

In this section of the questionnaire you are asked to view matters from the perspective of your role as a supervisor/manager. Express your feelings as to the impact events of the past two years have had on you in your official capacity, and on the operation of your unit and the accomplishment of its mission. Respond to the questions as straightforwardly as you can. Should none of the listed alternatives reasonably represent your feelings on the matter, please write in a brief written response.

1. To what extent has the work load in your unit increased/decreased because of changes resulting from the recent investigations of Agency activities?
  1. There has been a considerable decrease
  2. There has been some decrease
  3. There has been no change
  4. There has been some increase
  5. There has been considerable increase
  6. Unsure
2. Have the investigations had any appreciable impact in making it more difficult for you to supervise effectively?
  1. Yes
  2. No
  3. Unsure
3. If yes to 2, would you attribute this difficulty as being related mostly to: (If more than one please rank in order of importance)
  1. My concern for inadvertant violation of law or Agency regulation
  2. Lack of clarity re my present authorities
  3. Changes in internal procedures and review mechanisms
  4. Changed attitudes of employees in my unit
  5. Other

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4. Do you feel that you have to spend more time on administrative reports?
  1. Yes
  2. No
  3. Unsure
  
5. Does the Freedom of Information Act and/or the Privacy Act pose special problems for you?
  1. Yes
  2. No
  3. Unsure
  4. Not Applicable
  
6. If yes to 5, please explain.
  
  
  
  
  
  
7. Do you anticipate any particular trouble in the future acquiring the kind of staff you need to replace losses?
  1. Yes
  2. No
  3. Unsure
  
8. If yes to 7, please explain.

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9. In the foreseeable future, do you anticipate any potential threat to the continued effectiveness of your unit due to external pressures, and changes within the Agency resulting from the investigations?
  1. Yes
  2. No
  3. Unsure
10. If yes to 11, please explain.
11. Do you view the changing conditions in overseas environment in which the Agency must operate as influencing the effectiveness of your unit?
  1. Yes
  2. No
  3. Unsure
  4. Not Applicable
12. If yes to 13, please explain.
13. (If Applicable) Have the investigations had a significant negative impact on your relationship with foreign intelligence services and other government agencies?
  1. Yes
  2. No
  3. Unsure
  4. Not Applicable

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14. If yes to 13, please explain.
  
15. If there are any items covered in this questionnaire on which you would like to elaborate or if there are factors which are impacting on your units operations which haven't been covered, please comment here.

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21 APR 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Morale of Agency Employees

REFERENCE : Memo for DCI fr Chairman, MAG dtd  
29 Mar 76, subj: Follow up to  
12 March DCI Meeting with MAG

1. The memoranda submitted by the MAG members are interesting and contain frank expressions of their individual impressions as to the state of morale as they observe it within their Directorate or component. The varied factors and/or indicators identified as leading to their impressions may or may not be valid in terms of drawing conclusions. The evaluation of employee or organizational morale requires the development of broader and deeper professional studies which would include the identification and evaluation of those factors that are truly indicative of the state of Agency morale. There is no doubt that the events of the past year have had an impact on employees as individuals and on their organizations as groups. Whether negative reactions are transient or more lasting is hard to determine at this point.

2. Poor morale is frequently reflected in an increase in the voluntary separation rate of "good" employees. The Agency has not experienced any significant change in this regard to date, but the general lack of opportunities in the outside labor market may be an influencing factor. Confirmation of substantial deterioration of employee motivation and negative attitudes are other indicators of poor morale, but these can only be determined by well constructed employee survey techniques. Uncertainties and uneasiness associated with changes in organizational management, anticipation of changes in policies and programs, and the circulation of rumors always create a degree of employee apprehension which is usually dispelled as new directions are confirmed. We

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have little or no indication that employee concerns have had the slightest effect on productivity and "getting the job done." Given recent circumstances, I would certainly expect employees to feel concern and some apprehension for the future of the Agency, yet such concern and apprehension does not seem to get in the way of their work. Some of the more tangible effects may be on those with whom we do business. Can we expect and will we get the same degree of cooperation from foreign intelligence services and other government agencies?

3. Much of our employee uncertainty as regards the future (as related to both the Agency's role and their personal relationships) will be dispelled with early decisions on pending key assignments, conclusion or reaffirmation of organizational and functional alignments and the articulation of new directions. I believe, however, that it would be useful to develop and institute a tailored survey directed at our mid-level Agency supervisors (Division and Branch or equivalent), who are closest to the employee work situation, to ascertain their views on the key indicators of employee productivity, motivation and quality of effort. Office of Medical Services/Psychological Services Staff and the Office of Personnel could be jointly tasked with undertaking this task.

(Signed) F. W. M. Janney

F. W. M. Janney

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OP/P&C/ [redacted] lrm (20 Apr 76)

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22 JUN 1976

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, Senior Executive Career Service Panel

FROM : F. W. M. Jamney  
Director of Personnel

SUBJECT : Agency Employee Survey

1. On May 19 of this year the Director signed an Employee Bulletin informing the Agency work-force that an Agency-wide personnel management survey would soon be undertaken. A copy of the proposed survey questionnaire, which has been developed by the Office of Personnel and the Office of Medical Services (PSS), is attached. Attachment A represents the form to be used by employees in the immediate metropolitan area, attachment B (sanitized by representatives of the DDO) represents the form to be used by employees located in the domestic and foreign field areas. The questions are the same on both forms but field use required making some modifications. The questions changed in the field version (attachment B) are noted with an asterisk.

2. We ask that you review the questionnaire so that we may be sure that you understand exactly what Agency employees will be requested to respond to. Some Directorates have had surveys fairly recently, but those familiar with the content of the Directorate surveys will find only a limited amount of overlap with respect to the questions asked. A significant percentage of the questions contained in the Agency-wide questionnaire comes directly from the survey used by the Civil Service Commission in connection with its personnel management evaluation activity. It is our intention that this forthcoming employee survey will support a continuing effort on our part to probe various factors influencing the effectiveness of Agency personnel management practices. Hence, the questions are general and applicable to all parts of the organization. They will serve as a benchmark for future surveys.

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3. You will note that several questions are included at the end of the questionnaire relative to employee morale. The Director has expressed special interest in this matter. The morale questions are limited in number and scope in this survey because the Director has approved the suggestion to query mid-level supervisors who, being close to the employee work situation, could offer some special insights in this area. Of course, this special morale survey which will be given at a later date will be intensive, will be directed at a limited and special segment of our employee population, and should not detract from this particular effort.

4. The attached questionnaire is not in final form, i.e., items need to be numbered, and other minor alterations made; however, no further substantive changes are contemplated. Should you have any problems or reservations about any item please inform us so that necessary changes may be accomplished soon. Should we receive nothing from you prior to June 23 we shall assume your endorsement and prepare the draft questionnaire for printing and dissemination. As indicated previously the survey will be distributed to one of every four employees in each career service whether stationed locally or in the field. Personnel officers and registry employees will cooperate in seeing to it that those employees randomly selected to participate in the survey receive the questionnaire.

[Redacted] 25X1A

F. W. M. Jamley

Attn:

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